

ASSESSMENT OF THE ORADEA CITY DEVELOPMENT STRATEGY

City of Oradea
Center for Urban Development Studies • Harvard University
Research Triangle Institute

August, 2001

Assessment of Oradea Development Strategy

Executive Summary	3
Oradea Vision	5
Regional Context	5
Total Population.....	5
Location	5
Administrative Land Area.....	5
Economy	6
Public Institutions and Enterprises.....	7
Development Trends.....	7
Distinguishing Characteristics and Assets	7
City Development Strategy.....	8
City Development Strategy --- Goals.....	8
City Development Strategy---Policies	8
Economic Development Policy.....	8
Housing Policy.....	8
Public Services Policy.....	9
Environment Policy	9
Urban Revitalization Policy	9
Strategic Objective: Create an Enabling Environment for Economic Development	10
Building Partnerships for Regional Development	10
Major Activities	10
Strategic Partnerships with the Private Sector	11
Major Activities	12
Land Management Program.....	13
Major Activities	13
Urban Revitalization	15
Major Activities	15
Local Legal Framework for Economic Development.....	16
Major Activities	16
Strategic Objective: Upgrade the Living Environment and Promote Social Equity	18
Housing Policy.....	18
Major Activities	18
Public Service Improvements	19
Major Activities	20
Environmental Improvements.....	21
Major Activities	21
Social Inclusion.....	22
Major Activities	22
Strategic Objective: Promote Strategic Urban Management Practices.....	24
Strengthen the Institutional Capability to Implement the City Strategy	24
Major Activities	24
Strategic Objective: Foster Public Finance Sustainability	26
Municipal Finance and Budgeting	27
Major Activities	28
Funding Sources and Time Frame	31
Addenda	33
References.....	33

EXECUTIVE SUMMARY

In recent years, the City of Oradea has undertaken initiatives to create an attractive environment for economic development and improve the quality of life for the City's residents.

Under the Urban Planning and Economic Development Program, developed by the Center for Urban Development Studies at the Harvard Graduate School of Design (HGSD) and the Research Triangle Institute under the USAID Local Government Assistance Program in Romania, a joint team from RTI, HGSD and Oradea reviewed the current city development strategy and identified linkages to the new three-year capital investment program.

The assessment was initiated after the first Urban Planning and Economic Development Seminar held in Oradea in September 2000 and focused on four areas of urban management and development:

- *Creating an Enabling Environment for Economic Development*

In order to increase the competitiveness of the city and the region within the Romanian and European economies it is critical to develop an economic development strategy in which regional partnerships are built and strategic partnerships with the private sector are developed. A land management program which provides for the planning of land and infrastructure will be developed along with urban revitalization projects and policies focused on the improvement of the quality of life and the promotion of economic development throughout the region. The local legal framework will also be assessed and reviewed to ensure that the process of streamlining of administrative procedures promotes business development in the area.

- *Upgrading the Living Environment and Promoting Social Equity*

The development of programs and projects that would improve the living and natural environment of the city and the region is essential for the overall development of Oradea. The city will focus on the improvement of housing conditions through the promotion of social housing and new management policies along with the development of an asset management program and the improvement of the surrounding environment. Furthermore, the city will set priorities for improving public services such as street lighting and public transportation in addition to focusing on environmental policies such as pollution reduction and participation in the Agenda 21 program.

These activities will also include the reorganization of the city's social services providing improved assistance to citizens in need through mechanisms such as housing and social support as well as through the promotion of NGO involvement.

- *Promoting Strategic Urban Management Practices*

The city of Oradea is working very hard to deliver and improve public services through better urban management practices that will help promote development as well as raise funds for projects. Oradea is taking initiatives to strengthen its institutional capability by working on an improved organizational structure for the city, focusing on information management and developing a business plan



the city, focusing on information management and developing a business plan and a city development strategy that reflect the city's priorities.

- *Fostering Public Finance Sustainability*

Since the enactment of the Law on Local Public Finance in 1998, local authorities have gained a good reputation for enacting improved budget practices, good cash management and the strategic linking of the capital investment program to the city development strategy. In the continued effort to foster public finance sustainability the city will continue working in the capital investment program as well as on renewed budgeting practices. A fiscal zoning program has also been established to improve the revenue base and diversification of funding sources is a priority. In addition, the city will develop medium and long-term financial policies that along with the adoption of a three-year rolling capital investment program will help develop economic and environmental objectives as planned in the City Development Strategy.

Members of the RTI/HGSD Team worked with the Oradea City Team to review the current city development strategy previously developed with the I H S Romania in 1998/1999. Oradea was one of the first City's in Romania to develop a city development strategy and have it approved by the City Council. The assessment reviewed current development priorities, provided suggestions for new initiatives, reviewed the steps Oradea is taking to implement projects, identified external funding sources for city investments to implement the strategy.

This assessment also drew upon the other interesting urban planning and management work undertaken by Oradea with I H S Romania. These included marketing strategy for the rehabilitation of historic buildings on the City's pedestrian street and a fiscal zoning program that was adopted by the City Council.

For further information on information contained in this assessment as well as current or previous work undertaken in Oradea please contact:

- Arch. Andrei Luncan, Chief City Architect. Oradea Municipal Property Agency, 1 Union Square, Oradea. Internet home page address- www.oradea.ro. E-mail: aluncan@oradea.ro Tel 059-132744 Fax 059-467150.
- Mihaela Vrabete, RTI, Economic Development Program Manager, mihaela@rti.rdsnet.ro.
- John Driscoll, Assistant Director, Center for Urban Development Studies, Harvard University Graduate School of Design driscoll@gsd.harvard.edu
- Nicolae Taralunga, Director, IHS Romania, ihstro@canad.ro

ORADEA VISION

Develop as a regional center with an improved quality of urban life through sustainable economic development and revitalization of its cultural identity.

Oradea is an open gate to the Carpathian-region. Situated at a crossroads with over a millennium of history, it has long been a center of trade. The city has played host to a diverse population and embraces its multi-cultural heritage. It is home to a dynamic university and a diversified and highly trained labor force. The unique European-style citadel is the focal point of the city's architectural heritage, most of which is from the 19th century. Within the contemporary context of the regional economy, the city will focus on its natural function as a regional service center and guide development activities along "development corridors" that utilize Oradea's position as the closest city to the future western border with the European Union.

REGIONAL CONTEXT

Total Population

221,703

Romanians	64.75%
Magyars	33.30%
Germans	0.4%
Roma Nationals	0.95%
Slovaks	0.23%
Other Nationalities	0.33%

Location

The Capital of Bihor County, Oradea is 250 km from Budapest and serves as a major transportation gateway into Romania. Oradea is located 10 km from the Hungarian Border and modern border crossing facilities and road networks that provide access to markets in Romania and the European Union.

Administrative Land Area

11,556 Ha

Municipal Area (2000)	7719 Ha
Housing and complementary services	2170 Ha
Industrial units and warehouses	668 Ha
Agro-zootechnical units	424 Ha
Institutions and public services	364 Ha
Ways of communication and Transportation	999 Ha
▪ Road	372 Ha
▪ Railway	237 Ha
▪ Air	390 Ha
Green areas, recreation, sport, protection	147 Ha
Utilities construction	388 Ha
Public utilities, cemeteries	121 Ha
Special use land	270 Ha
Waste land	1205 Ha
Water	177 Ha
Non productive and	319 Ha

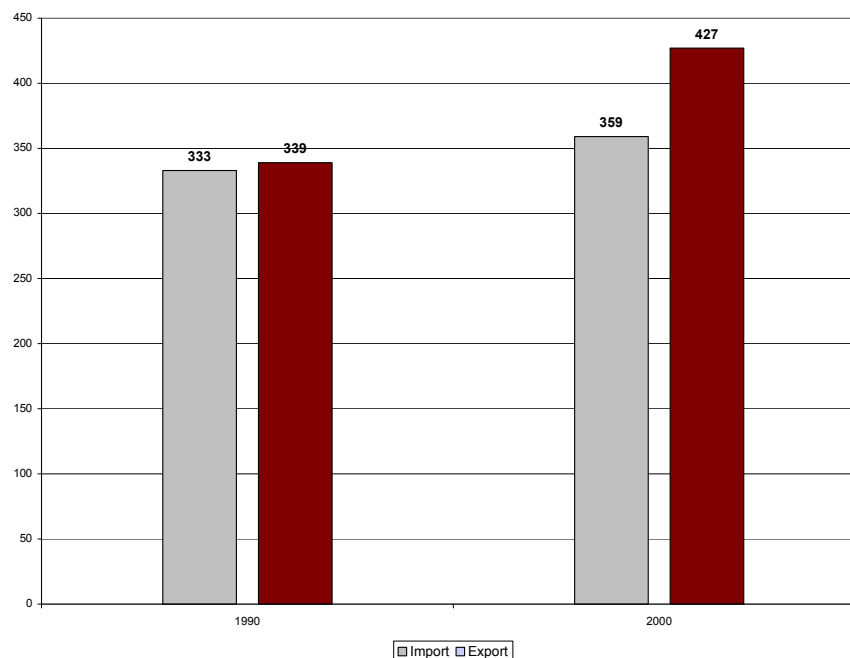


Economy

The City of Oradea represents 63% of the industrial production of the county. Oradea's major industrial activities include food-processing, production of machinery, machine tooling, the chemical and plastics industry, confections and food processing, and the productions of consumer goods for furniture, leather, fur and shoe and garments. The exports of goods from the Bihor County are growing faster in relation to imports and in 2000, exceeded the levels of imports by 26 million dollars. By 1997, 66% of the county's industrial production was in the private sector with most of the privatization of state firms completed.



Bihor County Import and Export Levels 1990 and 2000



Source: Bihor Chamber of Commerce

The labor Force in Bihor County is distributed among industry and construction (28%), agriculture (42%) and services (30%). It is estimated that fifty-four percent of the county's residents are economically active. The work force in Oradea has a reputation for being highly qualified. Official unemployment is low at 5% compared to a national rate of 10.5%.

New investments in the area have been concentrating in commercial services, electronics, garments and leather/shoe production.

Public Institutions and Enterprises

The City has taken initiatives to strengthen its ability to implement its current city strategy. The Mayor takes an active role in coordinating the activities of city departments involved in planning, building and land management and budgeting and creating active links with the technical, planning and financial commissions of the City Council.

Within the City's organizational structure, the departments involved in strategy development and land, real estate, urban planning (technical planning studies, urban certificates and building permits, cadastre and geographic information systems) have been consolidated into the Patrimony Department and report directly to the Mayor. The Finance and Budgeting Departments (capital investment program) and the Social Department are under the direction of one of the two Vice Mayor's with the Public Services under the other Vice Mayor. The Secretary of Council is responsible for the Local Public Administration Department.

The City Council is made up of 31 councilors and organized into 5 commissions on:

1. Regional and Urban Planning, Public Works, Environment Protection and Preservation of Historical Structures
2. Social, Economic Development Programs and Analysis, Budget, Finances and Administration of City Public and Private Patrimony
3. Local Public Services, Trade and Private Enterprise Initiatives
4. Education, Health, Culture, Social Protection, Sport and Recreation
5. Legal Commission for Local Public Administration, Public Order Protection, Respecting Citizen Rights and Liberties, Relationships with Other Local Councils and Similar Bodies

Public Services are provided through different enterprises. SC ApaTerm SA is the Regia for water and heating, OTL-RA SA is the Regia responsible for public transport and RAPAS is the Regia for Markets, Recreation and Sanitation. Two separate companies provide solid waste collection- SC RER-RWE Ecologic Service SA and SC URBANA SA; street cleaning and the maintenance of public open spaces is provided by SC RER-RWE Ecologic Service SA.

Development Trends

- Oradea is the tenth largest city in Romania with a total surface area of 11,556 hectares.
- The city's population is estimated at 221,703 (1998 figure) or 35% of estimated 625,400 residents of Bihor County.
- Population Density in Oradea is 1993 inhabitants per square kilometer.
- There are an estimated 80,000 housing units in the city. While the number of new single housing units has been growing, there is a surplus of apartments in high-density developments.
- GDP per capita in Oradea is reported at \$3695, more than twice that of Romania which is reported at \$1881.
- Metropolitan Oradea is experiencing new growth along development corridors: Bors towards the border (transport related) and Felix and the airport (housing and large commercial markets and the new southern ring road).

Distinguishing Characteristics and Assets

- Oradea is home to Oradea University with 13 faculties and approximately 11,500 students. The University started at the beginning of 19th century with a law academy and has been growing rapidly during the last decade. It can play a key part in attracting young and educated people to the city.



- Oradea is the business social and cultural center of the county with 13 banks and 16,275 registered private companies in 2000. There are seven hotels with a total of 463 rooms. The city is very proud of its history and its rich cultural heritage in addition, within the metropolitan area there are attractive tourist destinations including the natural mineral baths in Felix.

CITY DEVELOPMENT STRATEGY

Local government agencies have traditionally had responsibility for spatial and physical planning and, more recently, for related economic planning. A City Development Strategy or Strategic Plan is a recent practice for local governments that brings these functions together by **outlining how the public sector can promote its strategic development objectives through more effective local government practices, proactive urban planning and land management and the delivery of physical infrastructure, and social services in cooperation with the private sector.**

Oradea was one of the first cities in Romania to adopt a City Development Strategy. The strategy was developed in 1999 and approved by the City Council in 2000.

City Development Strategy --- Goals

1. Strengthen the City's identity
2. Foster a competitive environment for economic development
3. Create a balanced spatial development plan
4. Organize and deliver an effective and equitable public services system
5. Create housing opportunities and improve the quality of existing housing
6. Achieve a balance between urban development and the natural environment

City Development Strategy---Policies

The Strategy outlines five key development policies: Economic Development, Housing, Public Services, Environment and Urban Revitalization.

Economic Development Policy

1. Stimulate investment and development of economic activities, by valorizing the existing resources such as land, buildings and underutilized properties
2. Develop public services such as utilities and road access in priority areas suitable for economic investment
3. Encourage and develop local partnerships with the private sector including businesses and neighborhood residents in the development of programs and projects
4. Build partnerships with the local business community to promote the City's image as an attractive economic environment for investments in existing and new businesses
5. Cooperate with educational institutions (university and others) to offer training programs to increase the skills and productivity of the labor force based on existing and emerging business requirements

Housing Policy

1. Improve and maintain the existing housing stock with projects and technologies focused on energy saving
2. Financial support and access to new housing opportunities for lower-income residents
3. Guiding land development to stimulate the delivery of housing
4. Organize and improve the availability of information regarding the development of housing with the private sector



Public Services Policy

1. Direct key public investments to improve the quality of infrastructure services to meet consumer needs and demands based on market pricing
2. Direct public services to increase the attractiveness and competitiveness of Oradea for the city's residents, businesses and tourists
3. Strengthen the City Hall's role as a communication and information center to support the economic, social and cultural programs
4. Promote a spirit of regional cooperation for economic development and environmental protection between the Oradea Local Council and neighboring communities

Environment Policy

1. Development policies:
 - 1.1. Improve the quality of public utilities to reduce and eliminate the negative environmental impacts
 - 1.2. Build the capacity of medical services to satisfy the local demand for services at European norms
 - 1.3. Attract and support investments in non-polluting businesses.
2. Protection policies:
 - 2.1. Protect and improve the quality of green and leisure areas in the city and surroundings
 - 2.2. Protect and valorize the built heritage
3. Promotional policies:
 - 3.1. Involve Citizens and specialized NGOs in solving environmental problems
 - 3.2. Develop environmental awareness and education programs in partnership with the local government, media, NGOs and educational institutions

Urban Revitalization Policy

- Organize information and marketing programs for revitalization projects in specific zones
- Encourage public input and the participation of residents and business in developing programs
- Increase the attractiveness of Oradea by revitalizing the Citadel Zone, Republicii Street, and banks of the Crisul Repede River
- Guide the spatial development and exercise appropriate control on urban development activities to protect the built heritage and natural environment.



STRATEGIC OBJECTIVE: CREATE AN ENABLING ENVIRONMENT FOR ECONOMIC DEVELOPMENT

A key element of Oradea's economic development approach is to increase the competitiveness of the city and the surrounding region within the European and national economy. Attracting and retaining businesses is critical to improving the quality of life of the city's residents.

The introduction of the wage tax as a major source of the local government's revenue base has created a strong incentive for the city to increase employment opportunities and improve the attractiveness of Oradea as a place to live and conduct business.

Increasing the percentage of city revenues from the wage tax will help it to diversify the tax base and provide a high quality of services for its residents and businesses and maintain a competitive tax environment to encourage growth. Attracting new business and private investment will also bring much needed private capital for physical improvements.

Building Partnerships for Regional Development

Romania's planned accession to the European Union is a driving force in shaping a regional economic development strategy to guide growth and generate funds for critical infrastructure investments to the benefit of local governments within the region.

Oradea's location on the Hungarian border makes the city a key transit point between EU and Romanian markets in the directions of Cluj-Napoca, Satu Mare, Deva, Arad and onward to Bucharest and other major cities.

Links to EU Markets

- E60 with links to European development corridors; east-west via Budapest and north-south via Debrecen.

Romanian Networks

- E60 to Cluj with south-eastern connections to Sibiu and Brasov and northeast connections to Dej, Bistrița and Suceava and Iasi
- E671 with southern connections to Arad and northern connections to Satu Mare

Metropolitan Development Corridor

- Oradea and the adjacent seven communes of Biharia, Bors, Cetariu, Osorhei, Nohorid, Sanmartin, and Santandrei are defining their long-term competitive position within these European and Romanian road corridors. A recent decision by the Hungarian Government to complete the upgrading of E60 from Budapest to the Romanian border crossing of Oradea and Bors will further strengthen the regional connections.

Major Activities

Regional Development

Balanced regional development in cooperation with the seven surrounding communes is a key objective in Oradea's development strategy. Oradea, in cooperation with Bihor County, has facilitated important activities to support this objective including the



development of a cooperative agreement with the seven adjacent communes to increase inter-communal cooperation to:

- Promote regional development and create stronger linkages to the European Union and Romanian markets
- Identify and support common regional and local infrastructure investments
- Guide land development and cooperate on the provision of public services
- Provide coordinated access to information for marketing investments.

This new approach to formalizing cooperation at a metropolitan level among Bihor County, Oradea and the surroundings communes is a first in Romania.

Cross-border Development

Involving key agencies, institutions and other municipalities is creating a broader group of vested stakeholders to support a regional development strategy and advocate for Romanian and EU funds for regional infrastructure. This will occur through:

- Participation in cross-border programs and cooperative frameworks with jurisdictions within and outside Romania to identify mutually beneficial regional investments.
- The identification of regional development corridors and assess timing and impact of current regional transportation investments in Romania and cross-border zones.
- The identification of cities and markets within the European and Romanian corridors that can have active economic linkages with Oradea.

Structure for Regional Development

- Implement the protocol agreement with the seven adjacent communes.
- Appoint a Regional Action Group represented by the political leadership and supported by a joint technical team to coordinate regional economic, political and technical activities. Working with Local Councils, develop a common strategy for regional development.
- Conduct assessments of the local and regional economy and services through a series of working sessions and conferences supported by short, well-documented studies in key areas.

Areas for Cooperation

- Reinforce inter-communal cooperation by identifying linkages and areas of cooperation for common services: transport, utilities, landfills, environmental protection, economic development projects, and land management.
- Identify regional infrastructure priorities with timeframes (within five years, five to ten, ten plus) with linkages to local investment strategies.
- With surrounding communes identify priority regional investments to support regional growth strategies, identify funding partners and advocate for stronger programming and funding, including municipal projects that have a significant regional impact, for example the Oradea ring road.

Strategic Partnerships with the Private Sector

The local economy has been growing and there is continued interest in new manufacturing activities by outside investors. The local economy includes clusters of traditional and new enterprises in:

- Food-processing and confections
- Manufacturing of machinery and machine tooling;

- Chemicals
- Production of consumer goods including furniture, leather, shoes and garments

Given Oradea's function as a regional service center, another important contributor to the local economy is services. Specific clusters within the service sector include:

- Education (University of Oradea and secondary schools)
- Health Services
- Transport and Trucking related services (warehouses and repair)
- Administrative (administrative center for county government)
- Banking and Finance Services
- Culture and Tourism
- Commercial Development and Business Services



The City Development Strategy outlines two key policies in promoting economic development with the private sector:

- Encourage and develop local partnerships with the private sector including businesses in the development of programs and projects
- Build partnerships with the local business community to promote the City's image as an attractive economic environment for investments in existing and new businesses

Major Activities

Cooperation between public and private sectors

- Increased Cooperation between the Municipality and the Oradea Association of Businesses and the Bihor Chamber of Commerce. Oradea has made a building available for the offices of the Association of Businesses.
- Publication of *Invest Bihor* newsletter in cooperation with the Oradea Association of Businesses and the Bihor Chamber of Commerce.

Update and publish data

- Updating and publishing economic data, population and social trends and making the information available to the city council and business community including a summary on the Oradea web page.

Economic Development Strategy

- Update the local economic development strategy; create an economic advisory group with key representative from the Chamber of Commerce, the Association of Businesses, the University, the City of Oradea and the County to identify key actions important to retaining and expanding business opportunities for local and foreign investors.
- Undertake a Business Attitude Survey to assess growth trends, factors attracting businesses to Oradea and key actions the city can take to facilitate economic activities.
- Survey the existing SMEs sector and identify key actions on the part of the City, including land and buildings to retain and grow the sector and formalize their activities within the local economy.
- Assess the impact of existing financial policies on business development; identify targeted financial policies and regulations to encourage economic development.

Business Development

- Strengthen the system to collect, analyze, identify trends and publish relevant information from different public and private institutions to support business development and help decision makers shape economic development strategies and support public investment decisions.
- Identify funding, financial incentives and regulations at different levels of government and the EU that can be packaged to promote business development.
- Strengthen the capacity of the local business association to take a larger role in representing the common interests of local businesses and provide business advisory services.
- Create a Center for European Integration to promote regional linkages and market the advantages of locating businesses in Oradea.
- Strengthen existing forums to promote Oradea as a good place for existing businesses to remain and new business to locate such as trade fairs, publication of business opportunities, joint meetings with the City and the Chamber of Commerce for potential investors.

Land Management Program

The development of a land management approach for the planning of land and infrastructure seeks to increase economic activity by offering incentives (infrastructure and/or land), favorable conditions (development regulations) and good locations in development zones or corridors. Public private partnerships are also being encouraged to leverage the impact of both public and private investment in infrastructure and buildings.

The City Development Strategy outlines the following policies for Land Management:

1. Establish development priorities based on Oradea's location as a regional center, environmental protection objectives and enhancement of cultural heritage assets
2. Coordinate the allocation of land for future commercial activities, public services, transport, housing, education, health, and environmental protection
3. Encourage investments by documenting and publishing information on the availability of land for development, ownership status, availability of infrastructure and services. Ensure maximum transparency and efficiency of procedures for planning approvals, building permits and private infrastructure investments
4. Institutional, financial, fiscal and spatial coordination for capital investments in order to assure urban development and to ground decisions for land taxation

Major Activities

Southern Ring Road

Given the high priority of the southern ring road, the City has decided to begin a 5.3 km four lane portion of the existing 15.3 km road with its own financing. The city is seeking external financing from national and international sources given the regional advantages a ring road would provide. Obtaining external financing will speed up implementation and benefit economic development activities in the Oradea metropolitan area. The general urban plan has been amended to allow for larger parcels (5,000 sq. meters) along the ring road.

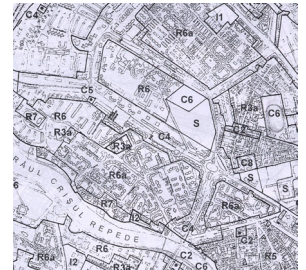


GIS consortium

Oradea has been developing a GIS system to improve its ability to manage land and infrastructure. A consortium of users among city departments and utilities has been formed to coordinate its development and integrate the relevant databases from the utility companies. A pilot zone of 144 hectares in central zone and a housing area have been digitized representing about 2% of the city land area and cooperative agreements for assistance developed with a city in Sweden. The development of the GIS will be coordinated within an information management strategy for the City.

Fiscal, Regulatory and Environmental Initiatives

- A zoning plan was introduced in 2000 with procedures and development regulations; the zoning categories have been designated, mapped by the city and are being used in the review of planning and building permit requests.
- A new fiscal zoning plan is being established to create a more equitable building and land tax rate based on level of services. The project has been designed, initial technical assessments developed through surveys and opportunities for public comment provided to property owners. The implementation schedule is being finalized.
- Studies on Natural Risk Areas and prevention of flooding have been completed to protect environmentally sensitive areas from building activities.



Agenda 21

Oradea was selected to participate in the Local Agenda 21 Program to develop a comprehensive review of social, economic and environment issues for the municipality and the surrounding communes.

Infrastructure and Land Management with Regies.

- In partnership with the Regies, program current and proposed public investments to support targeted economic development activities based on development opportunities and desired growth patterns.
- Assess the financial implication for servicing new development with different land use zones given cost of servicing, leveraging of private investment and potential cost recovery through cost sharing, user charges and land taxes.
- Differentiate between residential and commercial development.
- Identify potential areas for cooperation in regional infrastructure services with the communes and regies.

Urban Revitalization

Urban revitalization projects and policies focus on improving the quality of life and promoting economic development, particularly through tourism and commercial development. The City Strategies outlines the following policies for urban revitalization:

- Organizing and advertising information and projects concerning target revitalization areas, stimulation of public debates concerning citizens' options on this subject
- Increasing city attractiveness by revitalization of public spaces in the Citadel area, Republicii Street, and Crisul Repede banks
- Guiding spatial development and exercising control on urban development activities to protect the built heritage and natural environment

Major Activities

Urban Planning

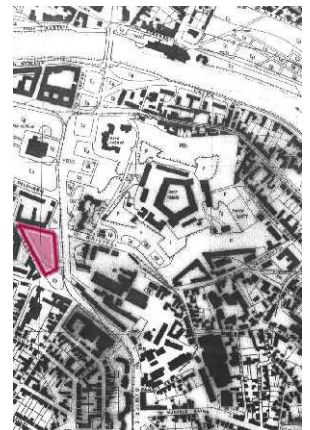
- Urban design guidelines and zoning have been established for the historic core and a main commercial district.
- New Expansion Zones. The General Urban Plan was amended in February 2001 to enlarge the building area of the city by 600 hectares to include the expansion of new residential zones, development corridors towards the surrounding communes including areas towards Bors and the border, the airport and the ring road.

Revitalization to Support Commercial Development and Tourism

- Improving commercial storefronts on Republicii Street, a pedestrian street.
- Protecting and improving the public space in the Citadel to create a public park, restoring the outer walls of the Citadel.

Revitalization of the Central Zone and Republicii Street

In cooperation with the major utility providers, develop a comprehensive approach to upgrading services on *Republicii Street*. Upgrading the infrastructure in a comprehensive manner will be important to improving the conditions of the buildings, which have been damaged due to poor drainage. The utilities will be responsible for their respective costs with the City responsible for surface improvements. Technical designs will start this year, project management will be provided under contract. Investing public funds in



infrastructure and open space improvements will leverage private investment in commercial and residential properties.

Rehabilitation of the Citadel

The rehabilitation of the fortress is a priority to promote Oradea's cultural heritage and stimulate tourism. Funds have been invested to clean up the open space and create an attractive park that is a citywide asset. The city is developing long term leasing options to encourage private investment to rehabilitate portions of the Citadel and promote tourism.

Local Legal Framework for Economic Development

Streamlining the administrative procedures for business licenses, environmental and safety permits and planning and building permits can have a significant impact on removing the bottlenecks that new and existing businesses face.

Major Activities

Building Permits.

Oradea City Hall delivers 3,000 building permits per year for new buildings, extensions, modifications and significant renovations. To shorten the time for obtaining building permitting, Oradea has initiated a streamlined process for citywide permits and in particular, designated zones along Strada Republicii.

Clear and detailed steps have been established and the building permit is issued or denied within ten days after the request is submitted to the City Hall Public Relations Center which is the initial and unique contact with the planning office and other related departments.

For the Strada Republicii, the main commercial pedestrian street in the central area the Planning Department has identified the information required for the urban certificate. The urban certificate is delivered within two days and the building permit in one week.

Planning Permits

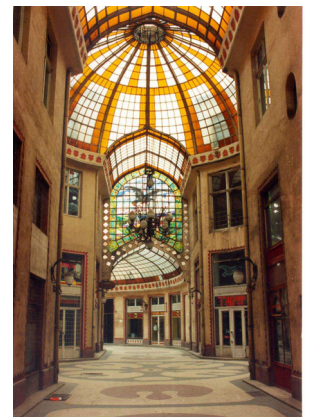
The City Council has formed a Planning Advisory Commission to review the urban plans and the planning certificates and building permits applications subject to their approval. The Commission advises the Council, the Mayor and the City Architect and, in ninety-five percent of the cases, the Planning Commission's advice is followed by the City Council.

Zoning Procedures and Development Regulations.

The City has developed a zoning plan. The zoning maps and accompanying development regulations clarify permitted uses and development regulations. Zoning helps investors and individual building and landowners to understand the development options for properties in different areas of the City. It also provides a basis for negotiations on projects for city officials and owners of neighboring properties and proposals requiring a variance.

Business Licensing

The city is working to streamline the business licensing process to encourage economic development.



Urban Certificate in Priority Development Zones

The city will confirm property ownership and other information required for the issue of urban certificates, for priority economic development zones. They will also establish timetables for approval and criteria for issuing urban certificates and building permits in priority zones.

Linkages Among Development Strategies	Supporting Policies				
	Housing	Economic Development	Public Services	Environment	Urban Revitalization and Planning
Building Partnerships for Regional Development					
Regional Development					
Cross-border Development					☒
Structure for Regional Development					
Areas for Cooperation	☒	☒	☒	☒	☒
Strategic Partnerships with the Private Sector					
Cooperation between public and private sectors			☒	☒	
Update and publish data					
Economic Development Strategy					
Business Development			☒		
Land Management Program					
Southern Ring Road	☒	☒	☒	☒	
GIS Consortium		☒			☒
Fiscal, Regulatory and Environmental Initiatives	☒				
Urban Planning	☒				
Industrial Park			☒	☒	
Agenda 21					
Infrastructure and Land Management with Regies	☒				
Urban Revitalization					
Urban Planning					
Revitalization					
Revitalization of Central Zone and Republicii St.					
Rehabilitation of the Citadel					
Local Legal Framework for Economic Development					
Building Permits					
Planning Permits					
Zoning Procedures and Development Regulations					
Business Licensing					
Urban Certificate					

Legend

☒	Somewhat Related
	Very Related

STRATEGIC OBJECTIVE: UPGRADE THE LIVING ENVIRONMENT AND PROMOTE SOCIAL EQUITY

The City Strategy places an emphasis on improving the living environment for Oradea's residents. Housing is a major focus of the strategy, to improve housing conditions for lower-income residents, create housing opportunities to attract young moderate-income families to stay in Oradea; and guide new housing investments in specific growth zones.

Public service improvements are also a priority for the city. Upgrading existing services such as water, sewerage, public transport and the landfill; as well as bringing in new services such as natural gas, are important to improving the quality of services for residents, encouraging economic development and improving the environment. A new concern for the city is improving the quality of social assistance to lower-income families, the elderly and the disabled. A new Social Department was created to address these issues.

Housing Policy

Oradea has taken active steps to address housing issues in the City. There are approximately 80,000 housing units in the city mixed among high-density developments, single and multiple dwellings within the city neighborhoods and the historic core. There are an estimated 10,000 applications on the waiting list for social housing, with the existing number of units available for social housing representing about 5% of the City's housing stock. The City has developed a housing strategy with the following key objectives:

1. Improve and maintain the existing housing stock with projects and technologies focused on energy saving
2. Financial support and access to new housing opportunities for lower-income residents
3. Guiding land development to stimulate the delivery of housing
4. Organize and improve the availability of information regarding the development of housing with the private sector

Major Activities

Social Housing

Oradea has embarked on an innovative approach to provide low and moderate-income housing. The Department is responsible for the maintenance and operations of 2,979 low-income housing units where the rent is set by the national government currently cover an estimated 50% of the maintenance and operations cost. The cost on maintaining and operating the buildings is cross subsidized from commercial rents and subsidies provided from the local budget.

- The purchase of units (118 to-date) on the open market for lower-income housing. (Given the current real estate market for apartments in Oradea, it is cheaper to purchase units than to build new units.)
- A rental-housing program provides housing for moderate-income families. Eighty-four units have been purchased and funds budgeted to purchase an additional 60 units a year for the next three years through 2004.



Rehabilitation

Through good management and the revenues generated from commercial properties, the agency is able to cross-subsidize lower-income housing and building renovation programs.

A renovation program is underway for the rehabilitation of six historic properties, with mixed ownership, on Republicii St. The project is being developed on a cost-sharing basis where the private owners share the cost of repairing the roof and facades with the city. The costs are shared on a square meter basis of occupancy and unit owners can obtain non-interest bearing loans (adjusted an annual basis for inflation) with a ten-year repayment period from the city.

Asset Management and Financing

- As part of annual asset inventory, the city will develop an asset management program to help define priorities and opportunities for renovation and accessing funds, including credit, for capital improvements.
- Create a clearer separation between sources of funds for financing the maintenance and operations and for capital investments.
- Develop a long-term plan to incrementally increase rents to cover maintenance and operations costs.
- Generate capital funds for a rehabilitation program to encourage long-term savings by reducing the maintenance and operations costs.
- In programming future activities, the city will anticipate the impact of lower-inflation that will allow access to credit for financing capital improvements

Housing Management Policies

- Develop a longer-term strategy for involving Non-Government Organizations in the management of social housing. Provide asset to NGOs to operate and maintain.
- Formalize a mixed income housing policy to balance social objectives and the financial feasibility of upgrading buildings. When appropriate, selectively encourage voluntary relocation options for existing occupants who may wish to relocate to other city-owned properties, which may better fit their current housing needs.
- Coordinate with the Social Department to protect residents who meet income-eligibility criteria and direct subsidies to qualified occupants for rent subsidies.

Improvement of Surrounding Environments

- Continue and expand cost-sharing programs for renovation of building units, focus investments in building and key zones that begin to change the image and encourage private investment in other buildings. (eg Strada Republicii).
- Develop a program, in coordination with the Department of Public Works and the Social Department to improve the public spaces in high density housing area. This will help to improve the image of these areas and encourage residents to remain in the area and improve their units.

Public Service Improvements

The City has set definite priorities for improving public services, immediate priorities are to complete: the rehabilitation of the water distribution network financed with an EBRD loan, introduction of a natural gas network, a new landfill, and improving traffic and parking conditions. The public service improvement policy adopted in the current City Development Strategy focuses on:

- Directing the public investments with priority toward infrastructure improvement in response to consumer demand and based on realistic pricing mechanisms
- Increasing the city attractiveness and competitiveness, for inhabitants, business people and tourists, through investments in public services
- Strengthening the role of city hall as a communication and information center, aiming to support the economic, social and cultural programs

Major Activities

Rehabilitation of the Water Distribution Network

The rehabilitation of the primary and secondary water distribution networks is scheduled for completion in 2002.

Street Lighting

The City has contracted out the improvement and maintenance of street lighting, traffic lights and lighting of public buildings. City officials anticipate that there will be long-term savings of up to 40% of current costs.

Rehabilitation of Green Spaces

Oradea has begun a program to systematically improve the quality of parks in the City. These include parks that serve both residential areas and larger spaces that can serve residents and tourists such as the Citadel and the Museum.

Natural Gas Distribution Network

The City is actively pursuing the development of a domestic gas distribution network. Feasibility studies have been completed by the city and the EBRD. The existing proposal is to create a joint venture company formed by municipality, the regional Romanian gas distribution company and a private company. The City has been working with the regional gas distribution company to increase the capacity of the primary network, a prerequisite to developing full service for the city.

Upgrading of the Sewerage Network and Treatment Facilities

With funding from a EU environmental program, the City upgraded the treatment facilities for tertiary treatment in 1999 and is currently improving the capacity of the secondary treatment. A feasibility study (funded by the City) for the upgrading of the sewerage network and the drainage system has been completed and a funding request submitted to ISPA. If the City receives a favorable response to its request, it will proceed with detailed designs.

Landfill

The existing landfill has reached its capacity and Oradea is seeking a partner to close the existing landfill and open a new site. The landfill has the potential of operating on a regional basis?

Public Transportation

The City will begin to evaluate the upgrading of the existing public transport services including the tram service. The public transport system has important links to economic development and serving commuting patterns from surrounding communes.

Neighborhood Approach to Improving Services

- Projects to rehabilitate the existing infrastructure and introduce new services provide the City a unique and one-time opportunity to systematically program and package projects in neighborhoods. Coordinated improvements in specific neighborhoods based on levels of service and priorities of residents will strengthen the objectives of the Fiscal Zoning Program to equitably link the level of services to the tax rates paid by residents.
- Coordinate the activities of the Regies, housing and social departments to develop a coordinated approach to improving public spaces and infrastructure in existing residential zones. A neighborhood-based approach provides a pragmatic approach to strategically investing City assets and resources to revitalize the urban environment in distressed areas of the City. The Social Department has already initiated this approach in the rehabilitation of three buildings and the provision of social services.
- Develop a pilot program and appoint an inter-departmental team at the city-level to choose an area, based on resident interest and the status of infrastructure improvements as a first step in institutionalizing a neighborhood based approach to improving city services within the structure of the city management services.

Environmental Improvements

The City Development Strategy outlined the following environmental policies.

1. Improving the quality of public utilities to reduce (eliminate) the negative impact on urban environment;
2. Support for medical assistance service as to satisfy the local demand and European norms;
3. Attraction and support for un-polluting investment.
4. Protection of green and leisure areas in the city and surroundings;
5. Protection and valorization of built heritage.
6. Citizens and NGOs implication in solving environmental problems;
7. Community education and information through LG partnership with population, NGOs, education institutions and local media.

Major Activities

Pollution Reduction

The current activities to upgrade the land fill and the sewerage network will address the objective of reducing pollution levels from public services.

Protection and Rehabilitation of Environmentally Sensitive Areas

Programs have been developed to protect environmentally sensitive areas from building, improve and protect public spaces such as the Citadel and parks and rehabilitation of historic structures.

Environmental Agenda

Develop an expanded environmental agenda and promote greater involvement of City residents and NGOs through the Agenda 21 program.

Social Inclusion

The City has reorganized its social services functions in response to the new responsibilities it has been given with decentralization. In 2000, a new Social Department was organized according to the following functions:

- Assistance to children and disabled
- Social assistance to lower-income residents of the city to access social and health services
- Support for families and individuals receiving social assistance payments;
- Identification and collaboration with NGOs working in social assistance projects with pensioners, disabled individuals and assistance to Oradea's Roma residents
- Assisting families and individuals to complete procedures and qualify for placement in social housing

Major Activities

Housing and Social Support

The newly created Social Department has started numerous initiatives including:

- Housing and social development support to Roma families
- Housing for newly married couples
- Emergency shelter for homeless families
- Housing and social support for older children who are no longer in orphanages

Improved Services

The city of Oradea is currently relocating the department's facilities to provide better access to services.

Promotion of NGO Involvement

The city will develop and expand its database on NGOs working in Oradea, meet with NGOs and discuss how the city can support and leverage their services. They will also develop NGO legislation at the city level.

Accessing External Resources

The city will identify potential sources of funding for social programs from EU and other international programs.

Linkages Among Development Strategies		Supporting Policies				
		Housing	Economic Development	Public Services	Environment	Urban Revitalization and Planning
Housing Policy						
	Social Housing					
	Rehabilitation					
	Asset Management Financing					
	Housing Management Policies					☒
	Improvement of Surrounding Environments					
Public Service Improvements						
	Rehabilitation of the Water Distribution Network					
	Street Lighting					
	Rehabilitation of Green Spaces					
	Natural Gas distribution Network					
	Sewerage Network and Treatment Facilities					
	Landfill					☒
	Public Transportation	☒			☒	
	Neighborhood Approach to Improving Services		☒			
Environmental Improvements						
	Pollution Reduction	☒				☒
	Environmentally Sensitive Areas					
	Environmental Agenda 21					
Social Inclusion						
	Housing and Social Support			☒	☒	☒
	Improved Services		☒	☒	☒	☒
	Promotion of NGO Involvement		☒	☒		☒

Legend

☒	Somewhat Related
	Very Related

STRATEGIC OBJECTIVE: PROMOTE STRATEGIC URBAN MANAGEMENT PRACTICES

With decentralization of many national functions and responsibilities to the city level, local government administrations are under incredible pressure to deliver and improve public services, despite severe resource and personnel constraints. In this environment, the development and updating of a City Development Strategy, responding to development inquiries, improving public services, raising funds for projects and coordinating investment strategies are a priority and a constant activity for the mayor and his department heads.



Strengthen the Institutional Capability to Implement the City Strategy

The city has taken initiatives to strengthen its ability to implement its current city strategy. The mayor and senior administrative staff take a proactive role in coordinating the activities of various city departments and create active links with the City Council and its technical, planning and financial commissions.

Major Activities

Organizational Structure for City Development

Within the city's organizational structure, a new department, the Real Estate Patrimony Administration has been created to consolidate the departments involved in strategy development and marketing, housing and commercial properties and urban planning and land management (technical planning studies, urban certificates and building permits, cadastre and geographic information systems). The new department reports directly to the mayor. The Finance and Budgeting Departments (capital investment program) are under the direction of one of the two vice mayor's with the Technical Department under the other vice mayor.

Information Management

The city has a web page and is networking offices within City Hall. Other initiatives include the development of a consortium of GIS users and developing the software package for revenue collection and for program budgeting and accounting.

Oradea is seeking to develop an information management system that identifies and coordinates specific and common data requirements among different city departments. An information system can be important to developing a city-wide reports such as the Annual City Report, a credit application or the development of the Capital Investment Program. Oradea is also planning to provide assistance to the surrounding communes to develop common methods of collecting data.

Business Plan

The reorganization of the Real Estate Patrimony Administration and the merging of the urban planning and economic development functions within the patrimony administration provides an opportunity to systematically define and pursue an economic development agenda. To guide these new activities, a business plan, outlining short and medium term activities should be developed for approval by the Mayor and the City Council. The business plan can provide the department operational flexibility within the established policy guidelines.

City Development Strategy

- Update the City Development Strategy to reflect new priorities and link these to the financing strategies. Publish the Strategy on the City's web page to make it available to residents and Romanian and foreign investors.
- Adopt indicators of development within different sectors.

Human Resource Development within the Public and Private Sector

Given the transfer of new programs and often unfunded mandates from Central Government, local government officials are under constant pressure to do more work with fewer resources. Improving the effectiveness of employees through training can help them to meet their new responsibilities.

- Conduct an organizational audit and establish a training program for municipal employees with priorities set by the employees and respective department heads. Target training to improve their professional qualifications and skill effectiveness in implementing new programs.

Training of the workforce for new skills and management is critical to improving the productivity of employees in the private sector. The City Strategy places a priority on cooperating with local high education institutions (university and others) to develop labor re-training programs to match the skills required in existing and emerging businesses.

- Cooperation with local high education institutions (university and others) in developing labor re-training programs to match the skills required in existing and emerging businesses. Distinguish between skill training and retraining which can often be done within businesses and management training.

Linkages Among Development Strategies		Supporting Policies				
		Housing	Economic Development	Public Services	Environment	Urban Revitalization and Planning
Strengthen Institutional Capability						
	Organizational Structure for City Development					
	Information Management					
	Business Plan					
	City Development Strategy					
	Human Resource Development	☒	☒		☒	

Legend

☒	Somewhat Related
	Very Related

STRATEGIC OBJECTIVE: FOSTER PUBLIC FINANCE SUSTAINABILITY

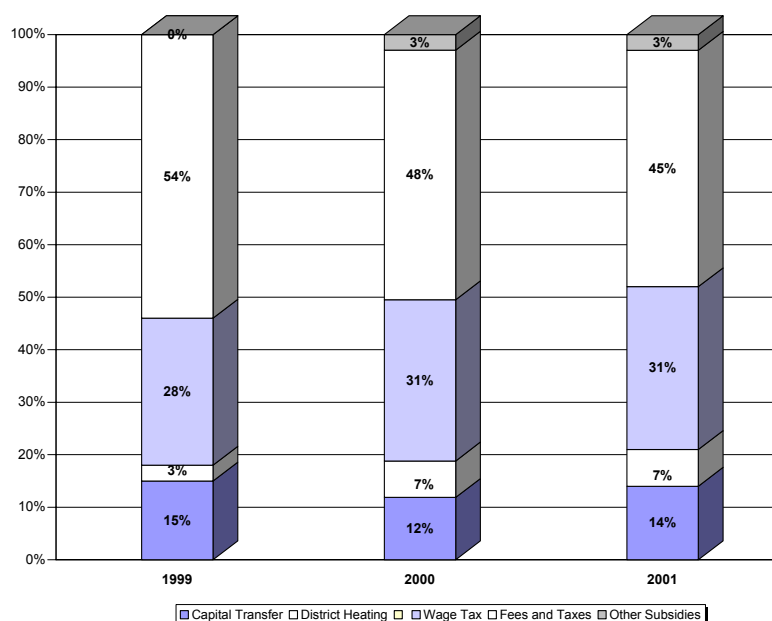
The enactment of the Law on Local Public Finance (1998) transferred considerable fiscal autonomy and the responsibility for collecting the majority of revenue sources to local governments. Averaging sources for 49 local governments, using 1999 budgets the percentage of locally generated revenue from fees and local taxes is equal to almost 44% of local revenue and the wage tax is a substantial 40% of local revenue.

In comparison with the average, Oradea had a much higher dependence on local taxes, (ranking 16 out of 49). Regarding the ability to generate revenue from the wage tax, Oradea ranked 37 out of 49 cities. Its ability to access central transfers related to externally financed projects (EBRD water rehabilitation project) was much higher than the average. This is due to the City's ability to formulate suitable projects eligible for central funds.



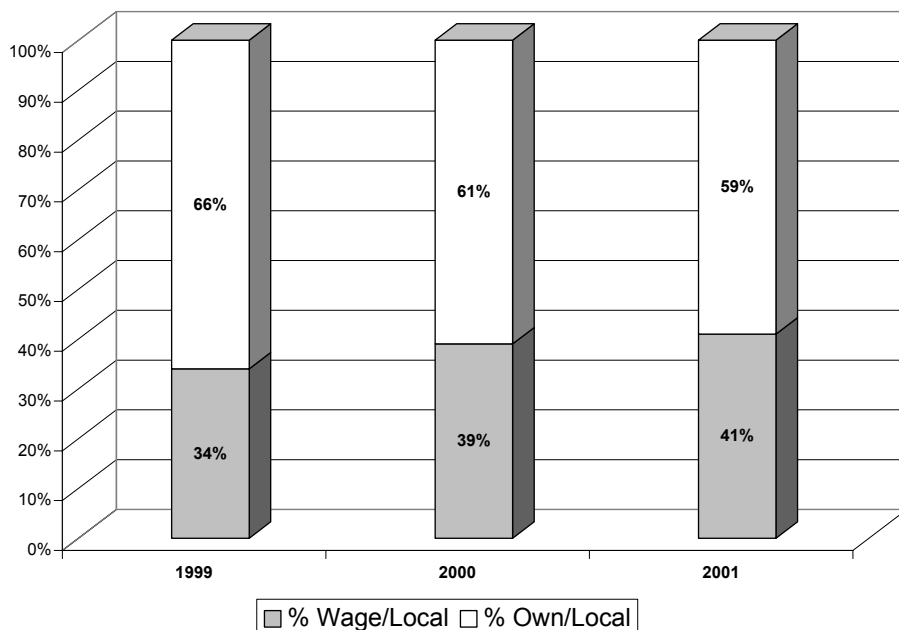
Sources of Municipal Revenue	Average of 49 Municipalities	Oradea 1999	Oradea 2000	Oradea 2000
Fees and Taxes	44%	54%	48%	45%
Wage Tax	40%	28%	31%	31%
Sub-Total Local Revenue	84%	82%	79%	76%
Equalization Transfer (1999) or Other Subsidies (2000)	2%	0%	3%	3%
Subsidy for District Heating	11%	3%	6.5%	7%
Sub-total Subsidies	13%	3%	9.5%	10%
Capital Transfers	2%	15%	11.5%	14%

Sources of Municipal Revenue - Municipality of Oradea



Oradea's revenue sources from the wage tax has increased from 34% in 1999, to 39% in 2000 and an estimated 41% in 2001. The goal for Oradea is to continue to increase the percentage of revenue generated by the wage tax, through job creation. This will offset the need to increase taxes from fees and property to which can have a negative impact on decisions of commercial companies to locate in the city.

Oradea - Percent of Local Revenue from Own Sources and Wage Tax



Municipal Finance and Budgeting

Oradea has developed a good reputation for introducing improved budgeting practices, good cash management and linking its capital investment program to the city development strategy.

According to a recent creditworthiness analysis done for a EBRD loan, the Municipality has done an exceptional job in managing its own administrative expenses and in the area of education. Both on a per capita basis and as a share of total current expenditures, the Municipality ranks in the bottom percentiles in own administrative and personnel expenditures. They have focused on local service and investment, the municipality ranks in the 96th percentile in spending per capita on education and the 85th percentile in capital expenditures per capita.

New efforts will concentrate on developing a financial policy, broadening and diversifying the revenue base, establishing its creditworthiness, increasing the efficiency of revenue collection and finding new ways of informing the City Council and the public of the content of the budget.

Major Activities

Capital Investment Program

Due to a high rate of inflation, Oradea, like other Romanian municipalities, has found it difficult to borrow on the capital markets for capital-intensive projects. The city's ability to borrow against this limit is also constrained, given its role as a guarantor for other loans such as the EBRD water project. In response to these constraints, the city has been funding capital projects from local budget resources. Capital expenditures have been increasing relative to operating expenditures and represent approximately 23% of total expenditures in 2000. Surpluses generated through savings in operational expenditures are being reserved for important investment needs.

Budgeting Practices

The Finance Department has been using program budgeting. Its current budget documents for FY 2001 and next three years (2002-2004) and its capital investment programs (CIP) for 2001-2004 are in the standard MoF format using elements of program budgeting. The budget includes sub-divisions for:

- Main services
- Justification of changes from the previous year
- Analyses (within each separate activity) of service costs by inputs (employees, running expenses, capital charges and service revenues)
- Analyses of service costs by individual cost centers for each activity

Working with a local software consultant, the department is preparing and testing software for revenue collection and for program budgeting and accounting. In preparation of the CIP, the department made extensive use of indicators to justify budgeting requests from different departments and to form a baseline for monitoring progress in implementation and expenditures.

Medium and long-term Financial Policy

The systematic application of a balanced CIP, creditworthiness analysis and cash flow management is an objective of developing a medium and long-term financial policy. Also important is the assessment of the impact of existing financial policies on business development and the identification of targeted financial policies to encourage economic development.

Oradea will develop policies on concession agreements based on financial implications, economic and environmental objectives. Projects using local municipal assets such as land, buildings or infrastructure will be evaluated in terms of the short and long term fiscal implications. Concession agreements for projects such as the landfill have to be carefully structured to avoid the risk of the city finding itself in the position of substantially subsidizing the difference between the disposal fees and the amount it can collect from residents. Recycling is one avenue, which cities have used to reduce the amount of solid waste and consequently lowering the disposal fees.

Revenue Base & Diversification of Funding Sources

Oradea has implemented a fiscal zoning program to establish a more equitable building and land tax system, based on levels of services. Its property tax base for "physical persons" is based on 80,000 housing units from which 20,000 are on individual plots. Concerning commercial properties owned by legal persons, the tax base includes the buildings of 1,200 commercial companies and land for 500 companies. The objective of the fiscal zoning is to move towards a more market based evaluation using the valuation

techniques allowed under existing legislation. These are based more on technical criteria (level and access to services) than an assessment of the market value of land and buildings. After a series of studies, City Council hearings and comments from taxpayers, including responses to a questionnaire was mailed to physical persons owning land. The City plans to implement new procedures for taxing the buildings taking into account the zones and establishing differentiated rates for building.

To make property owners more aware of their property tax obligations, the City notified 20,000 taxpayers of their tax obligations prior to the first quarterly payment. Under Romanian law, the City is obligated to contact the taxpayers after they are delinquent.

Three-year Rolling Capital Investment Program

The finance department has made progress in developing a medium-term financial strategy for the city. The adoption of a three-year “rolling” capital investment plan will allow the City to continuously assess the linkages between its City Development Strategy and its investment programs in order to support that strategy, and fully integrate it with the economic development program.

A method has been established to involve different departments in the formulation of the CIP. Appropriate indicators and criteria are used to identify priorities. These, in turn, form the basis for responding to the interests expressed within the political process in city council. The combination encourages a more stable process for integrating priorities.

A goal is to include full reference to the financial implications of each project within the CIP on the current budget for individual programs and services, including relevant annual debt service implications.

In developing the CIP, decisions will be evaluated regarding the provision and timing of bulk infrastructure ranging from water, sewerage treatment of access roads to reinforce city development objectives. The city will continue to aggressively pursue outside capital funds for infrastructure and social projects from EU, regional, national and private investors.

Budgeting and Financial Reporting Practices

The city will develop a capability to focus attention on cost management instead of expenditure control by using cost-based program budgeting and cost based accountability. This will allow the Finance Department to provide cost-based financial and quantitative data for decision makers and service managers.

Creditworthiness

Oradea has aggressively pursued external financing to fund capital investment programs. It successfully obtained EBRD funding for the rehabilitation of the water network and is currently applying for ISPA funds to finance the rehabilitation of the sewerage network. It is also identifying partners to enter into agreements on financing and managing the gas distribution network, the construction of a new landfill and public lighting. Oradea will continue to explore outside funding sources by having a clear set of priorities that outside finders or lenders are interested in funding.

The city will continue to build its financial management reputation and its related creditworthiness capacity to be ready access credit when inflation declines to acceptable levels. Indicators will be adopted to measure creditworthiness as an important means of accessing external funds at more favorable rates. In the meantime, it will continuously assess its “margin of maneuverability” within the local budget to fund projects.

Revenue Collection

- The city is also working on improving its collection rate estimated at 76% for legal persons and 81% for physical persons. The city is discussing with local banks the possibility of residents and businesses paying taxes through bank accounts or credit cards.
- Oradea will adopt indicators on revenue generation and assess the impact of tax rate differentiation on residential buildings.

Transparency in Budgeting Practices

Under Romanian law, cities are obligated to make the budget public. The city is developing different budget formats to present the budget to various constituencies, which will have different levels of interest. For example, the city council and the general public will require less detail than internal managers.

- The city will publish an annual budget message with summaries in newspapers and make it available on the city's web page to inform the public and investors that the city is well managed and effectively using its resources to improve city services and economic development.

Linkages Among Development Strategies		Supporting Policies				
		Housing	Economic Development	Public Services	Environment	Urban Revitalization and Planning
Municipal Finance and Budgeting						
	Capital Investment Program	☒			☒	☒
	Budgeting Practices					
	Revenue Base and Funding Sources					
	Three-year Rolling Capital Investment Program				☒	
	Medium and Long-Term Financial Policy	☒			☒	☒
	Budgeting and Financial Reporting Practices	☒			☒	☒
	Creditworthiness	☒	☒		☒	☒
	Revenue Collection	☒	☒	☒		☒
	Transparency and Budgeting Practices	☒			☒	☒

Legend

☒	Somewhat Related
	Very Related

Funding Sources and Time Frame

Major Development Projects	Funding Sources									CIP/ Time Frame			
	State Budget	Public Agencies	Municipality	NGOs, Charities, Cultural Funds	International / Bilateral Grant Facilities	International / Bilateral Credit Facilities	Institutional Investors / Banks	Private Investors / developers	Owners / Occupiers	2001	2002	2003	2004
Infrastructure													
Southern Ring Road	○	○											
Water Network Rehabilitation										✓			
Natural Gas Distribution Network						○	○	○		✓			
Upgrading Sewerage Network													
Landfill					○	○				✓			
Street Lighting										✓	✓		
Public Transport													
Economic Development													
Industrial Park and High-Technology Park	○		○		○	○		○		✓	✓		
Business Attitude Survey										✓			
Assess Financial Policies			⊗	⊗		⊗	⊗	⊗		✓			
Priority Urban Development Zones	○	○								✓	✓		
Oradea Metropolitan Area Economic Project	○	○	○							✓	✓		
Economic Advisory Group			⊗		⊗		⊗	⊗	⊗	✓	✓		
Regional Development													
Cross-border Programs and Frameworks		⊗	⊗		⊗		⊗	⊗		✓	✓	✓	
Center for European Integration	⊗			⊗			⊗	⊗			✓	✓	
Metropolitan Oradea - Regional Action Group										✓	✓	✓	
Oradea Metropolitan Area Planning Study							⊗	⊗		✓	✓		
Regional Development Site Identification		⊗	⊗	⊗				⊗	⊗	✓	✓		
Rehabilitation													
Rehabilitation of the Citadel		○				○	○	○					
Upgrading of Central Zone and Republicii Street		○	○						○				
Rehabilitation of Green Spaces													
Rehab. of Environmentally Sensitive Areas											✓	✓	
Housing Projects													
Environmental													
Agenda 21													
Natural Risk Area Study													
Flood Protection Study													
Environmental Clean-up	○	○	○		○					✓	✓	✓	
Social Inclusion													
Rehabilitation of Social Housing													
Social Housing for Older Orphans and the Roma				⊗									
NGO Management of Social Housing				⊗	○					✓	✓	✓	

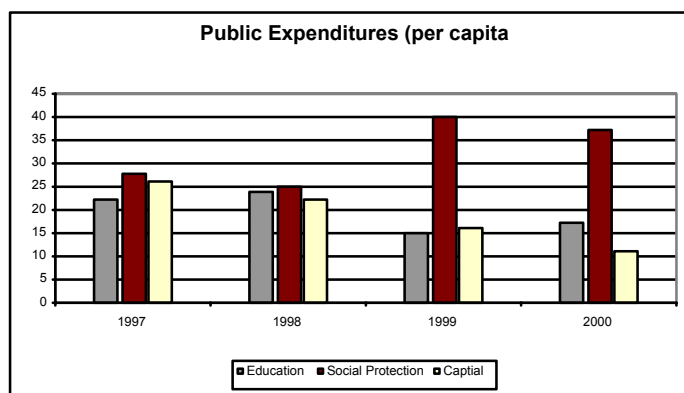
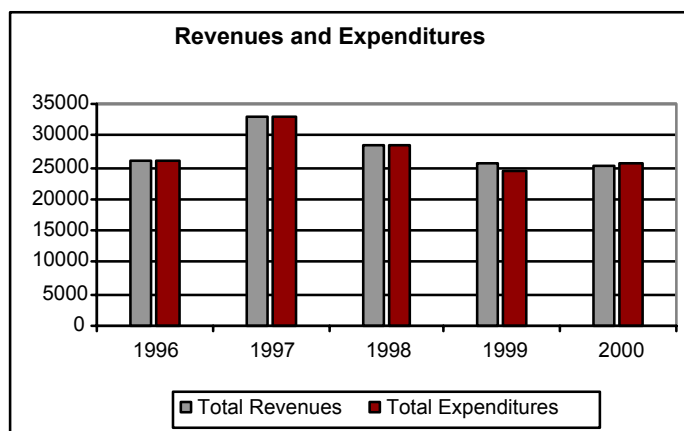
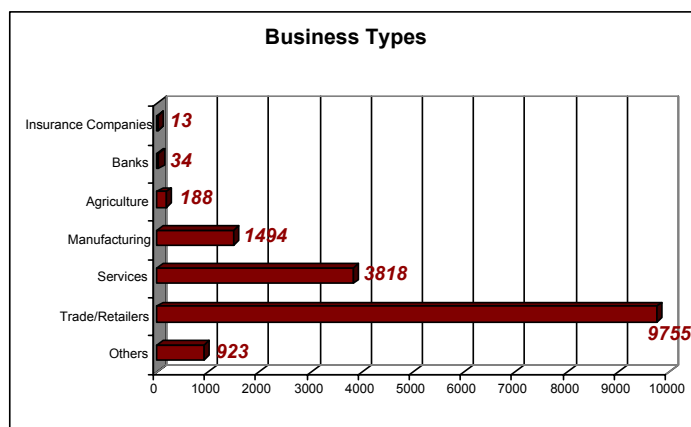
Major Development Projects	Funding Sources									CIP/ Time Frame			
	State Budget	Public Agencies	Municipality	NGOs, Charities, Cultural Funds	International / Bilateral Grant Facilities	International / Bilateral Credit Facilities	Institutional Investors / Banks	Private Investors / developers	Owners / Occupiers	2001	2002	2003	2004
Financial Management													
Three Year Rolling Capital Investment Program										✓	✓	✓	✓
Budgeting and Financial Reporting			☒							✓	✓		
Transparency in Budgeting Practices			☒							✓	✓		
Medium and Long Term Financial Policy			☒							✓			
vCreditworthiness Analysis					☒	☒				✓	✓	✓	✓
Strategic Management													
Update City Development Strategy	☒	☒	☒	☒	☒		☒	☒	☒		✓		
Real Estate Patrimony Administration	☒	☒	☒	☒	☒	☒	☒	☒	☒	✓	✓		
Human Resource Development: Training		☒	☒	☒				☒		✓	✓	✓	
Urban Development													
Expansion of the City Boundary		☒	☒					☒	☒	✓	✓		
GIS Consortium													
Asset Management Program		☒	☒							✓	✓	✓	
Patrimony Inventory		☒	☒							✓	✓	✓	
Zoning and Development Regulations		☒	☒					☒	☒	✓	✓	✓	
Fiscal Zoning Plan		☒	☒					☒	☒	✓	✓	✓	
Neighborhood Approach to Improving Services		☒	☒	☒	☒	☒		☒	☒		✓	✓	

Legend

○	Projected / Requested
☒	Partners
	Ongoing / Planned

✓	Time Frame
	In CIP

ADDENDA



REFERENCES

List of studies will be added